



Q1 2026 Results

Managing the near-term Strengthening long-term fundamentals

April 30, 2026

Welcome

Agenda

Business highlights

Arnaud Pieton

Financial highlights

Bruno Vibert

Conclusion

Arnaud Pieton

Today's speakers



Arnaud Pieton
Chief Executive Officer



Bruno Vibert
Chief Financial Officer

Disclaimer

This presentation contains forward-looking statements that reflect Technip Energies' (the "Company") intentions, beliefs or current expectations and projections about the Company's future results of operations, anticipated revenues, earnings, cashflows, financial condition, liquidity, performance, prospects, anticipated growth, strategies and opportunities and the markets in which the Company operates. Forward-looking statements are often identified by the words "believe", "expect", "anticipate", "plan", "intend", "foresee", "should", "would", "could", "may", "estimate", "outlook", and similar expressions, including the negative thereof. The absence of these words, however, does not mean that the statements are not forward-looking. These forward-looking statements are based on the Company's current expectations, beliefs and assumptions concerning future developments and business conditions and their potential effect on the Company. While the Company believes that these forward-looking statements are reasonable as and

when made, there can be no assurance that future developments affecting the Company will be those that the Company anticipates.

All of the Company's forward-looking statements involve risks and uncertainties, some of which are significant or beyond the Company's control, and assumptions that could cause actual results to differ materially from the Company's historical experience and the Company's present expectations or projections. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those set forth in the forward-looking statements.

For information regarding known material factors that could cause actual results to differ from projected results, please see the Company's risk factors set forth in the Company's 2025 Annual Financial Report filed on March 10, 2026, with the Dutch Autoriteit Financiële Markten (AFM) and the

French Autorité des Marchés Financiers (AMF), which includes a discussion of factors that could affect the Company's future performance and the markets in which the Company operates.

Forward-looking statements involve inherent risks and uncertainties and speak only as of the date they are made. The Company undertakes no duty to and will not necessarily update any of the forward-looking statements in light of new information or future events, except to the extent required by applicable law.

SECTION 1

Business Highlights

ARNAUD PIETON
CHIEF EXECUTIVE OFFICER

Q1 2026 – Key highlights

REVENUE

€1.8bn

Q1 2025: €1.9bn

RECURRING EBITDA

€149m

Q1 2025: €162m

BACKLOG

€20.2bn

FY 2025: €16.0bn

FREE CASH FLOW¹

€132m

Q1 2025: €179m

Resilient performance amidst Middle East conflict



Strong free cash flow conversion



Commercial success drives backlog to new high



Middle East situation – update and implications

OPERATIONAL

Logistical challenges and site disruptions.

Robust contracts providing strong protection.

No backlog cancellations; Sites fully mobilized.

FINANCIAL

Backlog schedule; est. €500 - 600m of revenue deferred beyond 2026.

Incremental costs for safety & business continuity.

Project margin impact substantially mitigated by expected cost recovery.

T.EN'S TAKE ON GLOBAL OUTLOOK

Critical role for T.EN in **advancing energy security** and decarbonization.

Need for increased **investment, diversification, and circularity.**

Uptick in enquiries; **greenfields, expansions and reconstructions.**

Prioritizing people safety

Managing the near-term

Positioned to thrive in years ahead

Significant order momentum to drive 50% growth in backlog

DECEMBER 31, 2025

MARCH 31, 2026

MID-2026

BACKLOG
TRAJECTORY¹

~ € **16**bn

**SELECTIVITY-DRIVEN
BACKLOG**

> € **20**bn

Key Q1 awards

DSL-01 (SAF), Netherlands

Coral Norte, Mozambique

NFW, Qatar

Commonwealth LNG, US

LSPE² (Ethylene), Vietnam

Undisclosed (H₂), Africa

> € **6**bn³

~ € **24**bn

**Full Notice to
Proceed for...**

Coral Norte, Mozambique

Commonwealth LNG, US

+ Other awards

Phosphates projects, Africa

> € **6**bn³

¹ Backlog trajectory assumes opening backlog adjusted for quarterly order intake, backlog consumption (ie revenue) and FX impact.

² Long Son Petrochemicals enhancement

³ Order Intake

Reju. establishing a blueprint for circular textiles



TECHNOLOGY

Reju polyester provided to brands for final testing and validation

Certified traceability of textile waste to Reju Polyester

FEEDSTOCK / OFFTAKE

Advanced discussions with feedstock providers for Regeneration Hub 1 and beyond

Major brands engaged under JDA¹ framework leading to commercial discussions

SITE SELECTION

Pre-selection of 3 sites

Chemelot, Netherlands
Lacq, France
Rochester, USA



FINANCING

€135m in Dutch NIKI² program funding

European EPR³ scheme; funding textile circularity

Fundraising preparation

¹ Joint Development Agreement

² The Netherlands' Nationale Investeringsregeling Klimaatprojecten Industrie (NIKI) program

³ Extended Producer Responsibility

SECTION 2

Financial Highlights

BRUNO VIBERT
CHIEF FINANCIAL OFFICER

Q1 2026 Financial highlights

REVENUE

€1.8bn

Q1 2025: €1.9bn

RECURRING EBITDA

€149m

Q1 2025: €162m

RECURRING EBITDA %

8.3%

Q1 2025: 8.7%

EPS (DILUTED)

€0.48

Q1 2025: €0.56

FCF CONVERSION¹

89%

Q1 2025: 111%

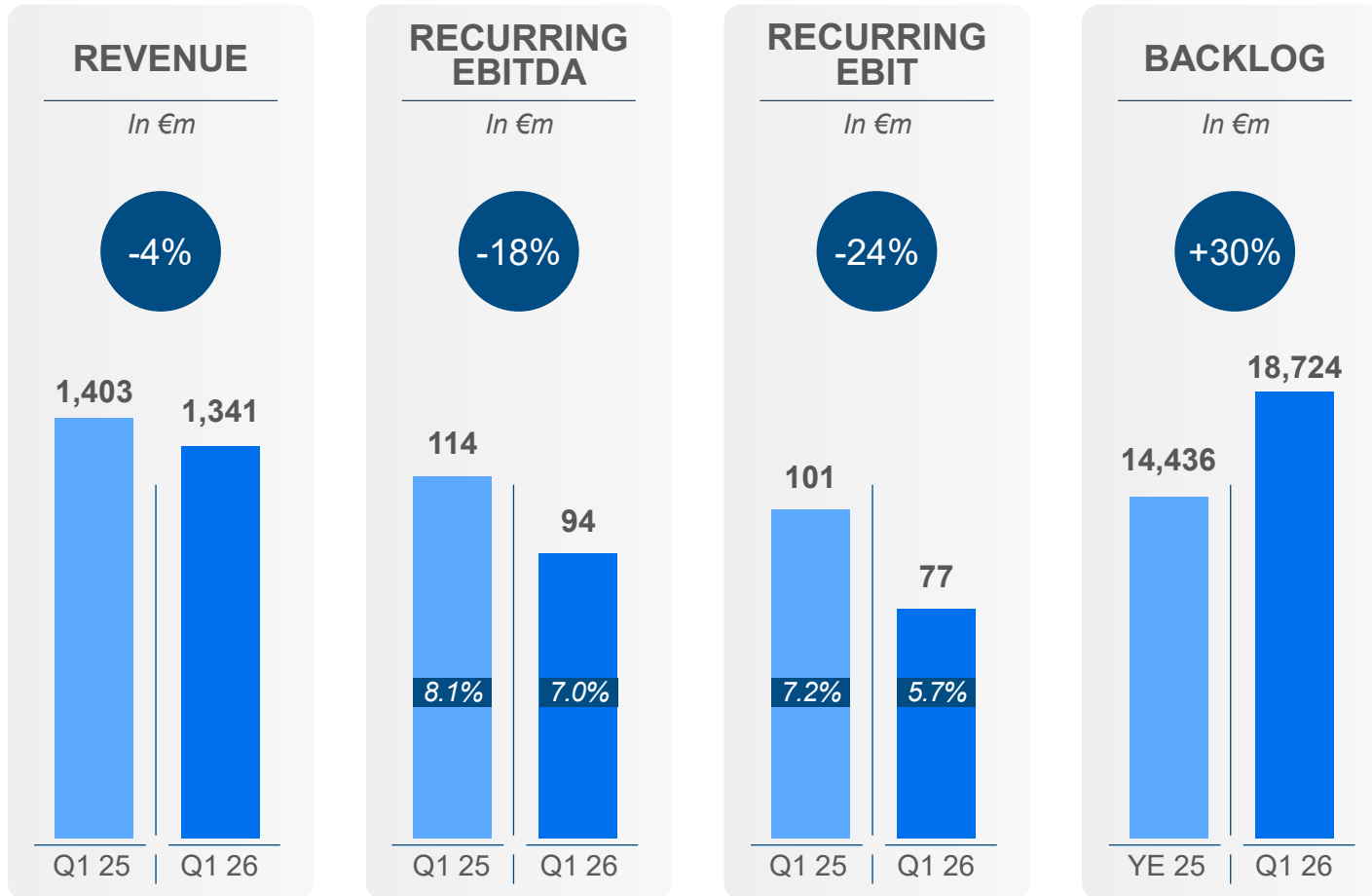
ORDER INTAKE

€6.0bn

Q1 2025: €0.7bn

Segment performance: Project Delivery

Y/Y growth hindered by Middle East situation and foreign exchange



Revenue: Planned activity growth in LNG and decarbonization projects in US / Europe, offset by FX (EUR vs USD) and conflict in Middle East where logistical challenges and site disruptions impacted progress.

Recurring EBITDA: incremental costs incurred for safety and business continuity for Middle East projects. Remainder of portfolio performing as per plan.

Backlog: Q1 orders drives substantial backlog growth vs Y/E position.

Book-to-Bill
1.63 (TTM¹)

Margin %

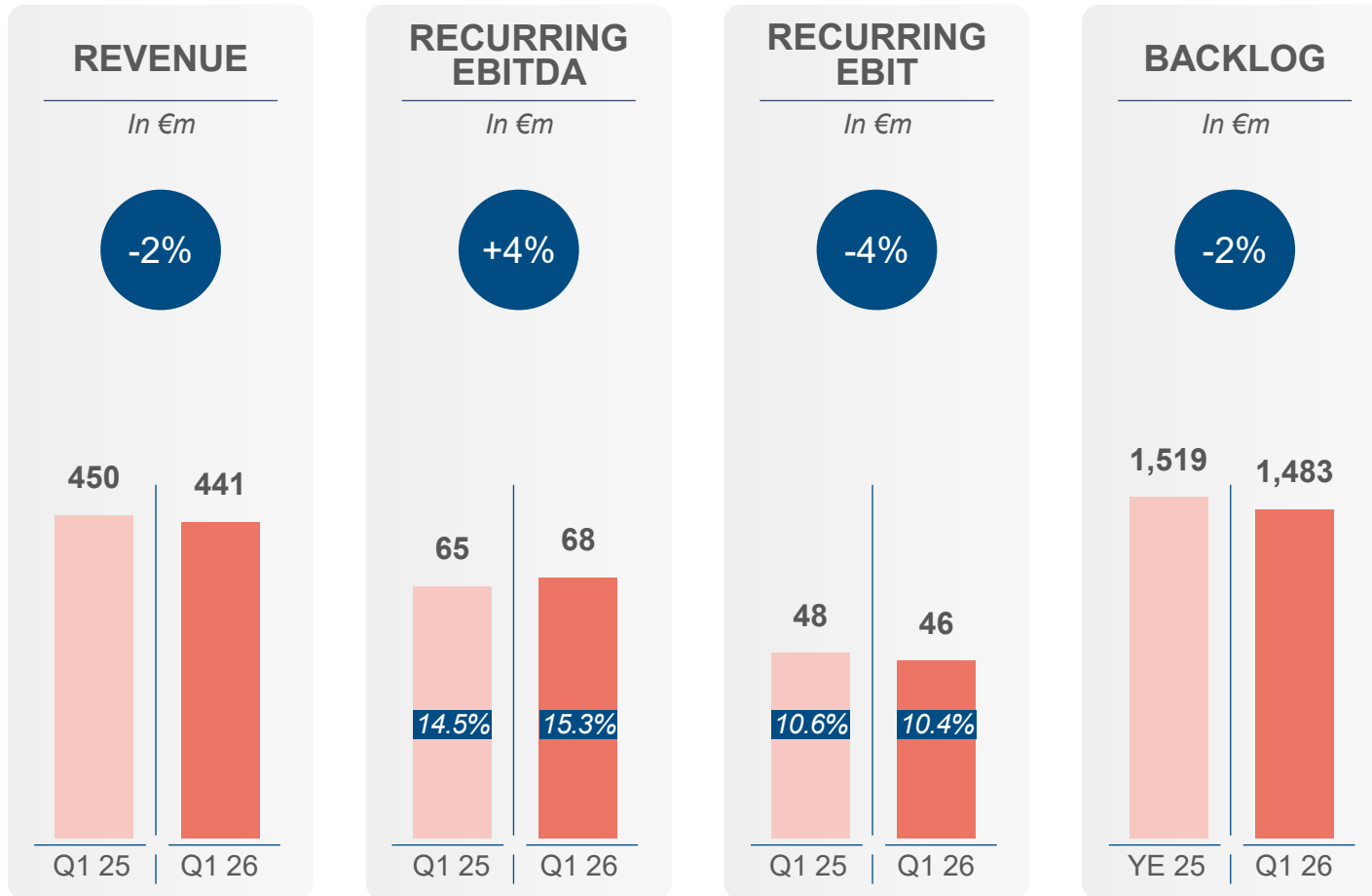


Financial information is presented under adjusted IFRS (see Appendix 8.0 of Q1 2026 Results Release). Reconciliation of IFRS to non-IFRS financial measures are provided in appendices.

¹ Trailing 12 months.

Segment performance: Technology, Products & Services

Margin expansion more than offsets softer revenue



Revenue: FX headwinds and reduced contribution in ethylene largely offset by activity for CO₂ capture proprietary product assembly, a 1st AM&C contribution, and services.

Recurring EBITDA: Y/Y growth despite slightly lower revenue, benefiting from product delivery milestones, strong consulting services and AM&C contribution.

Backlog: Positive momentum ahead for services, products and proprietary equipment.

Book-to-Bill
0.77 (TTM¹)

Margin %



Financial information is presented under adjusted IFRS (see Appendix 8.0 of Q1 2026 Results Release). Reconciliation of IFRS to non-IFRS financial measures are provided in appendices.

¹ Trailing 12 months.

Q1 2026 other key metrics and balance sheet

Income Statement

Corporate costs

€ 13 million

Materially lower Y/Y (-25%).

Net financial income

€ 21 million

Lower Y/Y following trend in global interest rates.

Effective tax rate

28.3 %

In line with full-year guidance.

Balance Sheet

Net contract liability

€ 3.6 billion

Broadly stable Q/Q.

Gross cash

€ 4.2 billion

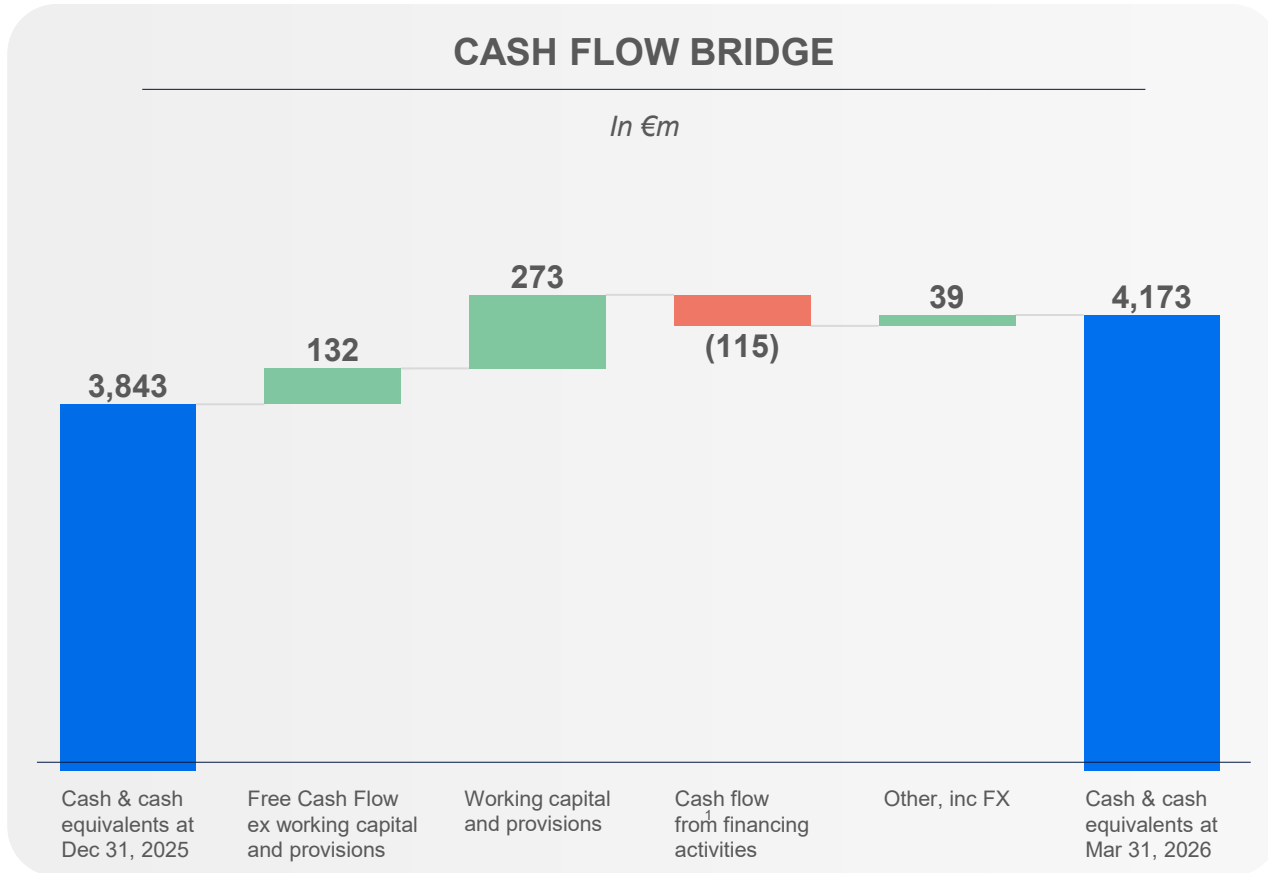
Strongest position since T.EN inception.

Gross debt

€ 0.9 billion

Normalizing following AM&C acquisition.

Consistent strength in free cash flow generation



- **Operating cash flow:** €409m; Free cash flow¹: €405m, after €273m inflow from working capital and provisions.
 - ✓ **Free cash flow**, excluding working capital impact: €132m.
 - ✓ **Free cash conversion** from Adj. Rec. EBITDA / EBIT: 89% / 120%.
 - ✓ **Net capex:** €4m.
- **Cash flow from financing activities:**
 - ✓ €75m repayment of short-term debt.
 - ✓ €20m lease liability payments.
 - ✓ €4.5m share repurchase.
- **Other items of note:**
 - ✓ €43m favorable FX impact.

New conditional 2026 segment guidance

ASSUMPTIONS

Guidance assumes 1) the situation in the Middle East normalizes by end of Q2 2026, including a full reopening of the Strait of Hormuz; and 2) there are no material secondary impacts affecting operations or markets.

PROJECT DELIVERY

TECHNOLOGY, PRODUCTS & SERVICES

CONDITIONAL GUIDANCE

REVENUE
€5.7 – 6.3bn

EBITDA MARGIN¹
6.5% – 7.5%

REVENUE
€1.9 – 2.2bn

EBITDA MARGIN¹
~14.5%

PRIOR GUIDANCE (Feb 26, 2026)

€6.3 - 6.7bn ~8%

€2.0 - 2.2bn ~14.5%

OTHER ITEMS (Unchanged)

EFFECTIVE TAX RATE¹
26% - 30%

CORPORATE COSTS²
€50 - 60m

R&D SPEND
~€70m

ADJACENT BUSINESS MODEL INVESTMENT³
<€50m

Medium-term trajectory confirmed

SECTION 3

Conclusion

ARNAUD PIETON
CHIEF EXECUTIVE OFFICER

Key takeaways

Resilient results

- **Strong revenue / EBITDA** despite Middle East impacts
- **FCF generation of €132m**; FCF conversion¹ of **89%**

Commercial success

- **Q1 26 awards €6bn+** drive backlog to **€20bn+**, **record-high**
- **Near-term award outlook** remains strong

Delivering on our strategy

- Positioned to serve **oil & gas-based economies** and **energy importers** shifting towards low-carbon
- Focused on **executing our strategy** to deliver long-term **value creation**



Q1 2026 Results

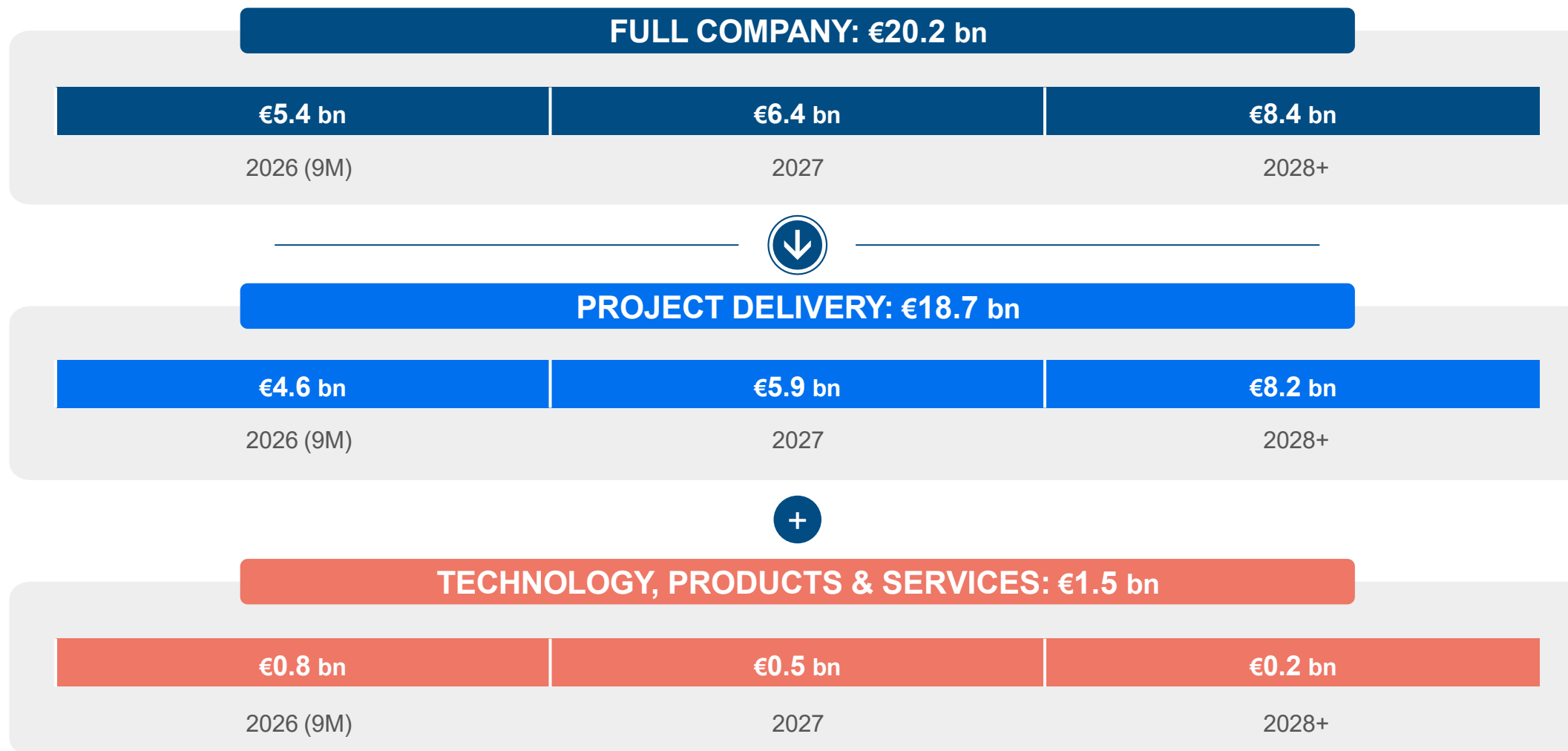
Q&A

April 30, 2026

Appendix

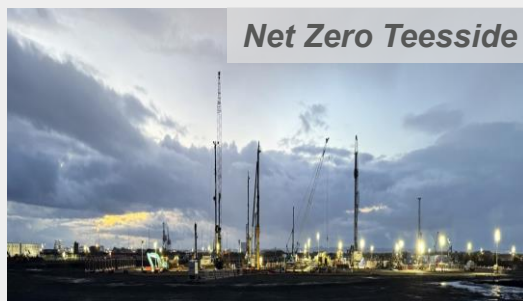
27th February 2025

Backlog schedule



Key Q1 2026 operational highlights

PROJECT DELIVERY



(F)LNG

NFE: Utilities are in service and hydrocarbons introduced in the first process train.

Commonwealth LNG: Successful mobilization of the project site in March.

Coral Norte: Successful launch of FLNG hull.

Carbon capture

bp Net Zero Teesside Power Project: Piling activities and foundations cast, marking the start of the ramp up of the manpower on site.

TECHNOLOGY, PRODUCTS & SERVICES



Green hydrogen

GALP Green Hydrogen Unit: Electrolyzers installed.

Circularity

Ecoplanta: 45% of 3D model review complete.

Refining

Numaligarh refinery expansion: Successful multimodal transportation and erection of all 16 units of over-dimensional equipment.

Adjusted statements of income – Q1 2026

<i>(In € millions)</i>	Project Delivery		Technology, Products & Services		Corporate/non allocable		Total	
	Q1 26	Q1 25	Q1 26	Q1 25	Q1 26	Q1 25	Q1 26	Q1 25
Adjusted revenue	1,341.1	1,402.7	440.9	450.4	—	—	1,782.0	1,853.1
Adjusted recurring EBITDA	93.8	113.8	67.6	65.3	(12.7)	(17.0)	148.8	162.0
Adjusted recurring EBITDA margin %	7.0 %	8.1 %	15.3 %	14.5 %	— %	— %	8.3%	8.7%
Adjusted amortization and depreciation	(17.2)	(12.7)	(21.6)	(17.3)	—	(0.4)	(38.8)	(30.3)
Adjusted recurring EBIT	76.6	101.1	46.0	48.0	(12.7)	(17.4)	110.0	131.7
Adjusted recurring EBIT margin %	5.7%	7.2%	10.4%	10.6%	—%	—%	6.2%	7.1%
Non-recurring items (transaction & one-off costs)	(5.1)	(3.4)	(6.5)	(4.4)	(3.2)	(2.1)	(14.8)	(9.9)
EBIT	71.5	97.7	39.5	43.6	(15.9)	(19.5)	95.1	121.8
Financial income							30.7	35.1
Financial expense							(9.4)	(9.3)
Profit (loss) before income tax							116.4	147.5
Income tax (expense) profit							(32.9)	(42.5)
Net profit (loss)							83.5	105.0
Net profit (loss) attributable to Technip Energies Group							84.5	100.9
Net profit (loss) attributable to non-controlling interests							(1.1)	4.1

Adjusted statements of income

Reconciliation between IFRS and Adjusted – Q1 2026

<i>(In € millions)</i>	Q1 26 IFRS	Adjustments	Q1 26 Adjusted
Revenue	1,789.9	(7.9)	1,782.0
Costs and expenses			
Cost of sales	(1,600.0)	18.2	(1,581.9)
Selling, general and administrative expense	(81.3)	(3.6)	(84.9)
Research and development expense	(13.8)	(1.4)	(15.2)
Impairment, restructuring and other expense	(12.4)	—	(12.4)
Acquisition and integration costs	(2.5)	—	(2.5)
Other operating income (expense), net	10.6	(0.6)	10.0
Operating profit (loss)	90.6	4.7	95.3
Share of profit (loss) of equity-accounted investees	4.9	(5.1)	(0.2)
Profit (loss) before financial income (expense), net and income tax	95.5	(0.4)	95.1
Financial income	29.7	1.0	30.7
Financial expense	(9.0)	(0.4)	(9.4)
Profit (loss) before income tax	116.2	0.2	116.4
Income tax (expense) profit	(32.8)	(0.1)	(32.9)
Net profit (loss)	83.4	0.1	83.5
Net profit (loss) attributable to Technip Energies Group	84.5	—	84.5
Net profit (loss) attributable to non-controlling interests	(1.1)	—	(1.1)

Adjusted statements of income

Reconciliation between IFRS and Adjusted – Q1 2025

<i>(In € millions)</i>	Q1 25 IFRS	Adjustments	Q1 25 Adjusted
Revenue	1,826.0	27.1	1,853.1
Costs and expenses			
Cost of sales	(1,579.8)	(23.7)	(1,603.5)
Selling, general and administrative expense	(98.5)	(0.6)	(99.1)
Research and development expense	(14.1)	—	(14.1)
Impairment, restructuring and other expense	(9.9)	—	(9.9)
Other operating income (expense), net	(2.3)	(1.3)	(3.6)
Operating profit (loss)	121.3	1.6	122.9
Share of profit (loss) of equity-accounted investees	3.9	(5.0)	(1.1)
Profit (loss) before financial income (expense), net and income tax	125.2	(3.4)	121.8
Financial income	33.8	1.3	35.1
Financial expense	(9.3)	—	(9.3)
Profit (loss) before income tax	149.6	(2.1)	147.5
Income tax (expense) profit	(42.9)	0.4	(42.5)
Net profit (loss)	106.7	(1.7)	105.0
Net profit (loss) attributable to Technip Energies Group	102.6	(1.7)	100.9
Net profit (loss) attributable to non-controlling interests	4.1	—	4.1

Adjusted statements of financial position

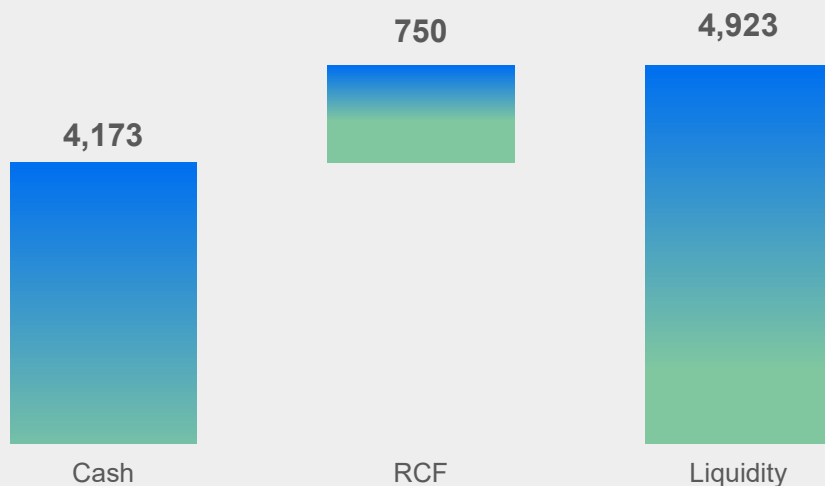
<i>(In € millions)</i>	Q1 26	FY 25
Goodwill	2,251.3	2,241.3
Intangible assets	187.1	184.6
Property, plant and equipment	311.6	331.8
Right-of-use assets	265.6	224.5
Equity accounted investees	12.4	12.2
Other non-current assets	354.5	345.9
Total non-current assets	3,382.6	3,340.4
Trade receivables	1,284.1	1,407.1
Contract assets	406.9	384.0
Other current assets	935.6	953.6
Cash and cash equivalents	4,172.9	3,843.0
Total current assets	6,799.6	6,587.7
Total assets	10,182.2	9,928.1
Total equity	2,359.0	2,268.9
Long-term debt, less current portion	680.3	681.9
Lease liabilities	228.4	197.6
Accrued pension and other post-retirement benefits, less current portion	87.4	84.9
Other non-current liabilities	96.8	111.7
Total non-current liabilities	1,092.9	1,076.1
Short-term debt	269.7	333.6
Lease liabilities	67.6	62.0
Accounts payable, trade	1,606.6	1,479.9
Contract liabilities	3,997.8	3,890.5
Other current liabilities	788.5	817.1
Total current liabilities	6,730.2	6,583.1
Total liabilities	7,823.2	7,659.2
Total equity and liabilities	10,182.2	9,928.1

Adjusted statements of cashflows

<i>(In € millions)</i>	Q1 26	Q1 25
Net profit (loss)	83.5	105.0
Change in working capital and provisions	272.9	(94.4)
Non-cash items and other	52.9	93.4
Cash provided (required) by operating activities	409.3	104.0
Acquisition of intangible and tangible assets	(15.9)	(19.5)
Acquisition of financial assets	(2.4)	(0.7)
Proceeds from disposal of assets	11.6	0.4
Proceeds from disposals of subsidiaries, net of cash disposed	(0.8)	—
Other	—	0.3
Cash provided (required) by investing activities	(7.6)	(19.5)
Net increase (repayment) in long-term, short-term debt and commercial paper	(75.0)	(4.2)
Payments for acquisition of treasury shares	(4.5)	—
Payments for the principal portion of lease liabilities	(19.8)	(20.3)
Other (of which dividends paid to non-controlling interests)	(15.2)	(17.7)
Cash provided (required) by financing activities	(114.5)	(42.3)
Effect of changes in foreign exchange rates on cash and cash equivalents	42.6	(71.4)
(Decrease) Increase in cash and cash equivalents	329.9	(29.2)
Cash and cash equivalents, beginning of period	3,843.0	4,058.0
Cash and cash equivalents, end of period	4,172.9	4,028.8

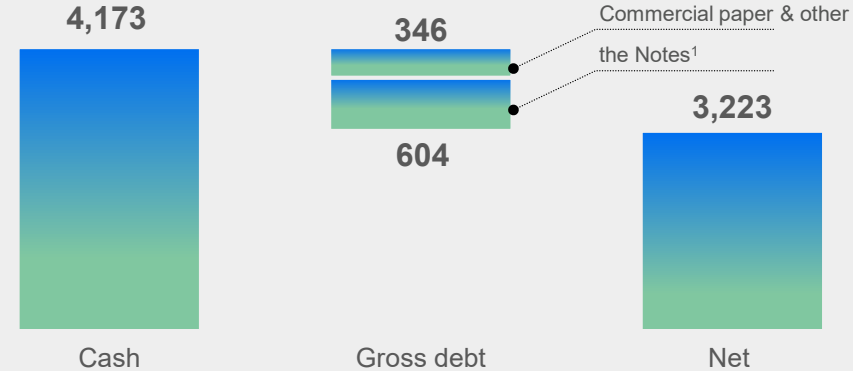
Differentiated capital structure

Net liquidity, March 31, 2026 (€m)



- Strong liquidity €4.9 billion, comprised of €4.2 billion gross cash plus €750 million of fully available Revolving Credit Facility (RCF).
- On January 16, 2026, the Company executed the first one-year extension option of the RCF. New termination date March 14, 2031.
- Gross debt decreased by €66 million to €950 million, mainly driven by €70 million reduction in outstanding commercial paper.

Gross cash / debt, March 31, 2026 (€m)



Rounded numbers


- On April 2, 2026, Technip Energies successfully executed the RDV clause and updated the sustainability-linked structure under the RCF.

Stock information and ADR

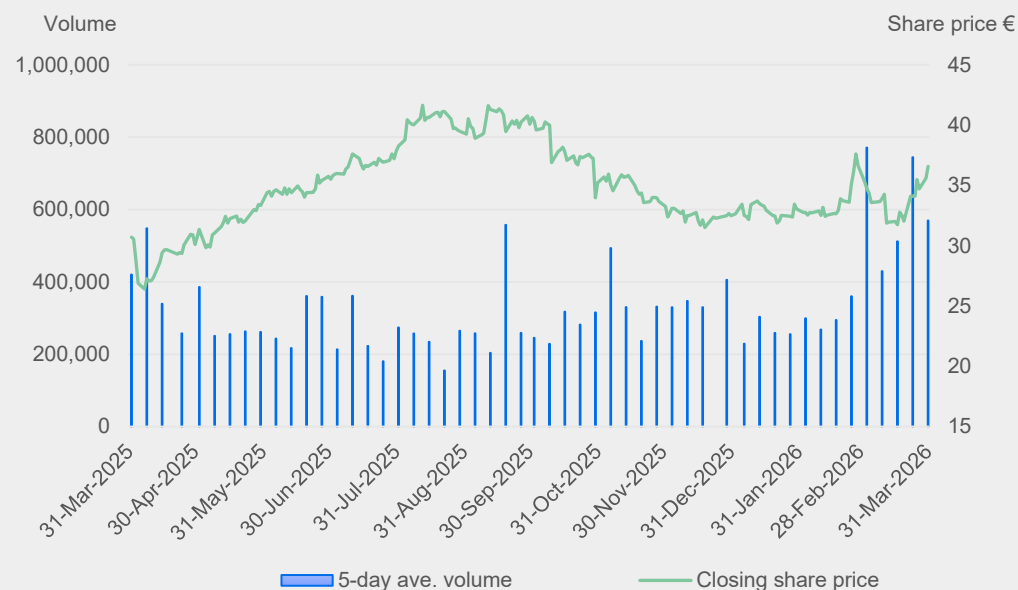
Stock

 Listing: Euronext Paris / CAC Next 20 & CAC Large 60 indices

 Ticker code: TE / ISIN code: NL0014559478

 Free float: 128.0 million / Outstanding shares: 178.4 million

€ Market Capitalization, March 31, 2026: €6.5 billion



ADR Program

 Exchange: Over-the-Counter

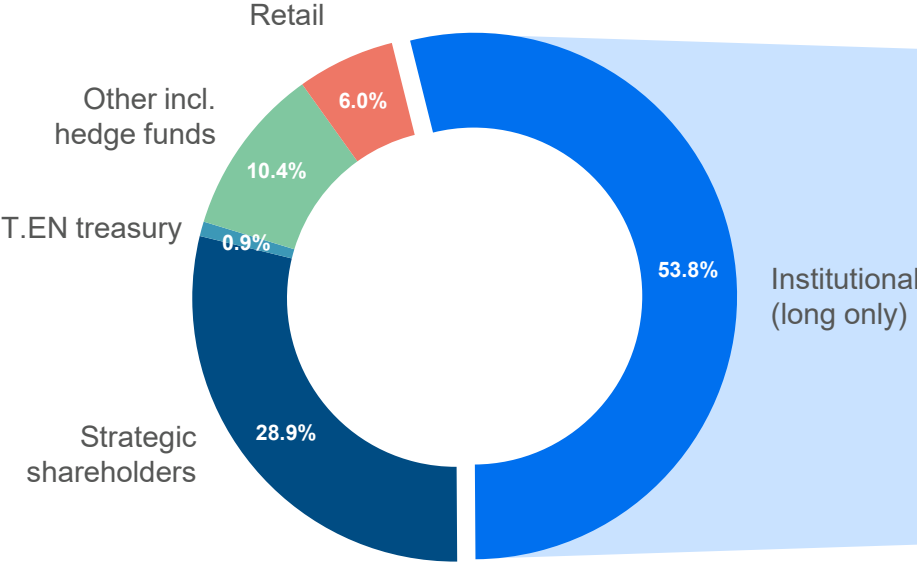
\$ Ratio: 1 ADR : 1 ORD

- **DR ISIN:** US87854Y1091
- **Symbol:** THNPY
- **CUSIP number:** 87854Y109
- **American Depositary Receipt (ADR) Program:**
Sponsored Level I
- **Sponsor of ADR program:**
J.P. Morgan Chase Bank, N.A.
- **For further information:**
<https://www.adr.com/drprofile/87854Y109>

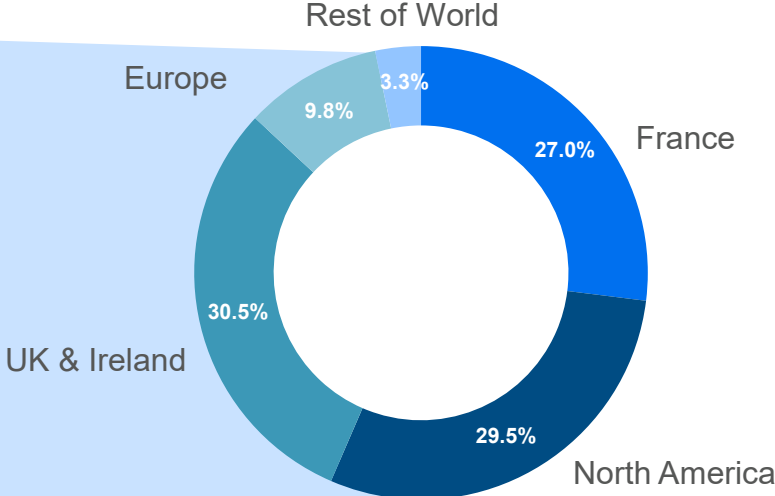
A balanced shareholder structure

Full year review

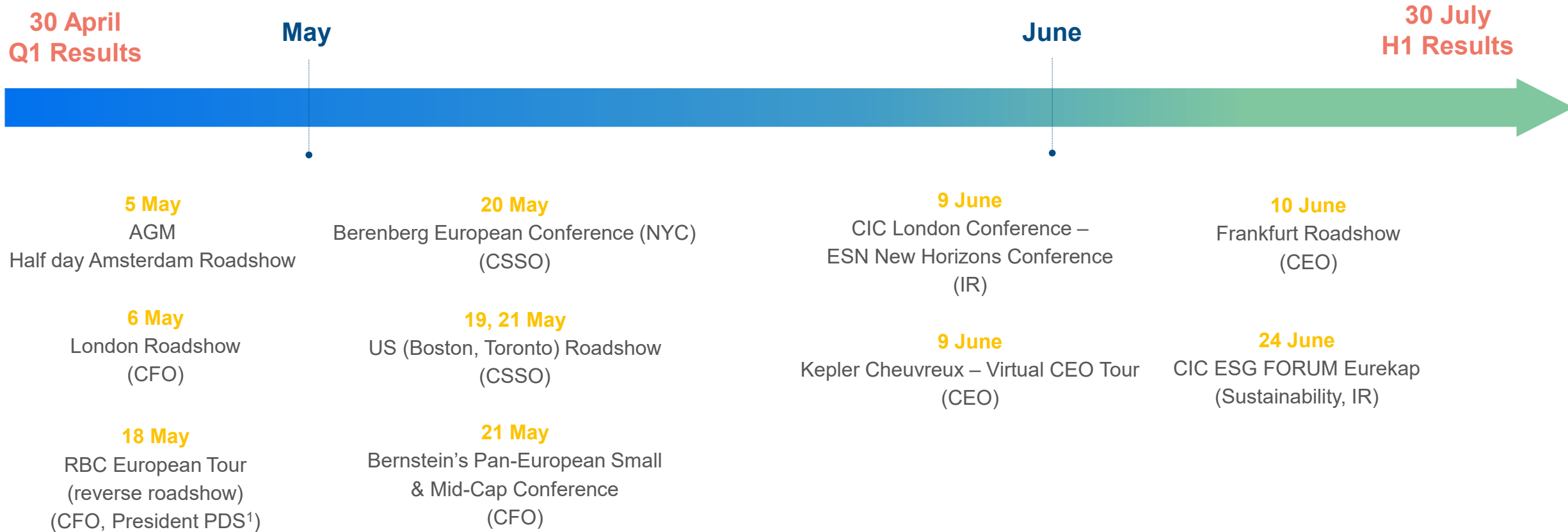
Full Equity Split
As a % of Shares Outstanding



Institutional Investors
Regional split



Upcoming investor events



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